

ECONOMIC DEVELOPMENT

PROGRAM:

Agricultural Services

PROGRAM ELEMENT:

Agricultural Easements^a
PROGRAM MISSION:

To promote and represent agriculture as a viable component of the County's business and economic sector, to enhance coordination of agricultural programs and services offered by government agencies, and to protect 70,000 acres of productive farmland through protective easements by the year 2010

COMMUNITY OUTCOMES SUPPORTED:

- Increase the general public's understanding and awareness of the agricultural industry by outreach efforts, events planning, educational programs, and liaison services
- Increase economic opportunities for prospective farmers by providing education, programs, and support services
- Promote and foster a positive business climate for farming
- Ensure that Montgomery County will have agricultural production capabilities in the future
- Improve the quality of life by protecting farmland
- Provide efficient and responsive government services

PROGRAM MEASURES

	FY03 ACTUAL	FY04 ACTUAL	FY05 ACTUAL	FY06 BUDGET	FY07 CE REC
Outcomes/Results:					
Number of farms protected by easement programs	84	92	95	99	109
Number of acres newly protected by easement ^b	2,277	1,008	424	936	1,136
Cumulative number of acres protected by easement	12,895	13,903	14,327	15,263	16,399
Service Quality:					
Percentage of easement application-related questions answered within two working days	85	85	90	90	90
Efficiency:					
Number of farms/farmers assisted per workyear	34	30	43	30	31
Number of acres newly protected by easement per workyear	759	252	121	267	325
Workload/Outputs:					
Number of farms/farmers assisted	102	105	150	105	125
Inputs:					
Expenditures - General Fund (\$000)	166	166	168	^d 280	222
Expenditures - CIP (\$000)	7,435	2,965	2,242	3,374	^e 8,425
Workyears - General Fund	1.4	1.4	1.4	1.4	1.4
Workyears - CIP ^c	1.6	1.6	2.1	2.1	2.1

Notes:

^aAn "agricultural easement" protects agricultural and environmental resources on farms and limits development.

^bIncludes acreage under the County Agricultural Easement Program (AEP), the Maryland Agricultural Land Preservation Foundation Program (MALPF), and the Rural Legacy Program (RLP). The FY05 actuals include 272 MALPF acres, 31 RLP acres, and 121 AEP acres. The new Building Lot Termination initiative is expected to begin in FY07. This program will remove the last remaining development right where property is currently zoned for one lot per 25 acres.

^cIn FY04, an additional 0.5 workyear was charged to the CIP.

^dGeneral Fund expenditures for FY06 include \$100,000 for deer management and agricultural initiatives.

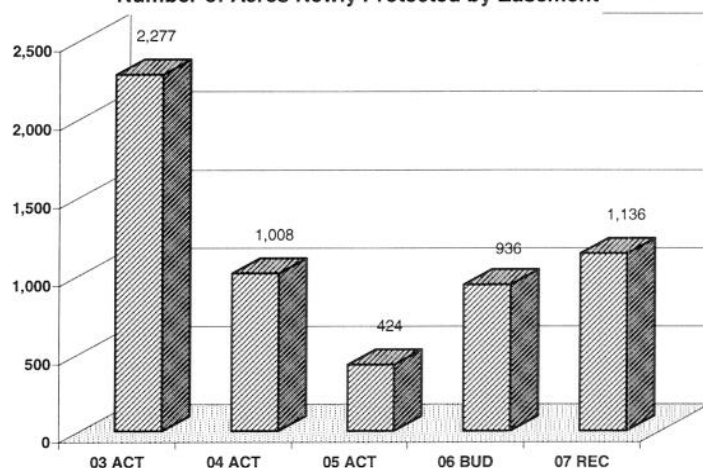
^eDedicated Agricultural Transfer Tax revenue rose significantly as a result of \$6.3 million collected through the sale of the Crowne Farm property. This allowed for increased expenditures to be budgeted.

EXPLANATION:

This program gives Montgomery County the ability to purchase agricultural land preservation easements to preserve land for agricultural production. Such purchases are contingent upon the land being zoned Rural, Rural Cluster, or Rural Density Transfer, or the land being designated as an approved State or County Agricultural Preservation District. The County's purpose in creating this program is to increase both the level of voluntary participation and the range of eligible farmland parcels. Easement applications received by the County during open purchase periods are grouped together, ranked, and purchased in the order of the amount by which the landowner offer price is lower than the value of the easement as determined by the County. The typical value of an agricultural easement can range from \$1,700 to \$6,500 per acre, depending on factors such as soil quality, road frontage, and farm size.

The goal of protecting 70,000 acres of farmland includes the Transfer of Development Rights (TDR) program which takes place in the private sector and is subject to market conditions. The TDR program has preserved over 48,500 acres through FY05 and has accounted for over \$92 million in wealth transfer between developers and landowners.

Number of Acres Newly Protected by Easement



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Farm Service Agency, Cooperative Extension Services, Montgomery Soil Conservation District.

MAJOR RELATED PLANS AND GUIDELINES: Smart Growth Policy - Rural Legacy, Sub-Division Regulation, Agricultural Advisory Committee.

ECONOMIC DEVELOPMENT

PROGRAM:

Marketing and Business Development

PROGRAM ELEMENT:
PROGRAM MISSION:

To encourage and facilitate retention, expansion, relocation, and new business creation in the County by focused business development and marketing efforts on targeted industries that are compatible with the local and regional economy and the workforce, with the goal of attracting investment from outside the region; to develop and enhance entrepreneurship assistance, support programs, and tools that will differentiate Montgomery County from the competition and result in increasing the success rate of County entrepreneurs; and to improve Montgomery County's physical environment and infrastructure capacity by planning and coordinating the best use of public and private resources to transform and maintain the County's commercial/technology park areas as world-class places for locating a business

COMMUNITY OUTCOMES SUPPORTED:

- Stabilize and reduce the County's unemployment rate through the retention, recruitment, and creation of quality jobs
- Foster a positive business climate and a diverse business base through support for entrepreneurship and effective delivery of messages marketing the County's business assets
- Increase and diversify tax revenue and business investment in the County

PROGRAM MEASURES

	FY03 ACTUAL	FY04 ACTUAL	FY05 ACTUAL	FY06 BUDGET	FY07 CE REC
Outcomes/Results:^a					
Number of new and retained jobs	4,172	1,622	1,270	^d 2,634	^d 3,358
Number of successful business expansions and relocations	28	19	32	30	42
Square feet of successful business expansions and relocations (000)	NA	497	428	619	660
Investment value of successful business expansions and relocations (\$millions)	NA	98	88	65	14
Value of capital injected into County businesses (\$millions)	NA	56	125	40	46
Service Quality:					
Frequency of Marketing and Business Development (MBD) website updates (days between updates)	NA	7	10	10	10
Number of testimonials/letters of appreciation received from businesses	NA	NA	NA	NA	10
Efficiency:					
Cost per new and retained job (\$)	439	1,027	1,307	724	544
Cost per successful business expansion or relocation (\$000)	65.4	87.7	51.9	63.6	43.5
Successful business expansions and relocations per 100 business prospects identified	NA	18	28	14	35
Business financing transactions closed as a percentage of transactions initiated	NA	31.0	33.3	60	35
Workload/Outputs:					
Number of prospects developed ^b	188	104	116	216	120
Square feet of prospects' projects signed or negotiated (000)	NA	904	1,290	1,032	1,186
Number of business financing transactions initiated	NA	29	27	30	28
Value of business financing transactions initiated (\$millions)	NA	17	24	25	25
Number of business events sponsored or participated in by MBD	NA	12	14	13	15
Number of attendees at events sponsored by Marketing and Business Development	NA	1,650	1,900	2,000	3,000
Inputs:					
Expenditures (\$000)	^c 1,832	1,666	1,660	1,907	1,827
Workyears	^c 12.0	12.0	11.7	^e 13.0	12.0

Notes:

^aEntries under Outcomes/Results are based on validation of a company's current information plus the company's projected growth (to be realized within 3 years of the business announcement). While the outcomes reflect program efforts, they are also affected by economic conditions at the national and global levels.

^bOf the many businesses that the Marketing and Business Development program assists each year, "prospects" are businesses that are planning significant expansion or relocation within 3 - 18 months.

^cInputs for FY03 represent the sum of the Business Retention and Development Program and the Marketing and Business Development Program. Expenditures and workyears related to the Small Business Services Program were not included for technical reasons.

^dThis increase reflects, in part, a change in the way data are captured for this measure.

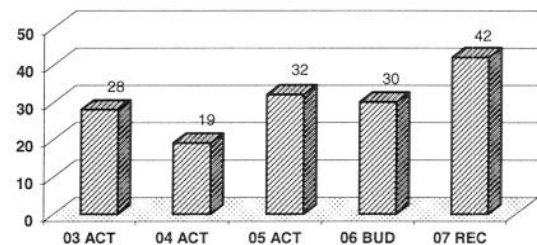
^eIn FY06, one workyear will be transferred from the Finance and Administration Division. In FY07, one workyear will be transferred to the Workforce Investment Division.

EXPLANATION:

In mid-FY03, the Business Retention and Development (BRD) Division, the Marketing Division, and part of the Small Business Services Division were merged into a single Marketing and Business Development (MBD) Division to better integrate the County's economic development priorities into a consolidated program.

Along with many other services and programs, MBD offers assistance from the Economic Development Fund to a number of highly-qualified prospects in order to help them compete effectively, to induce quick decisions, and to assist them in expeditious relocation and expansion. The FY04 and FY05 declines in several measures reflect an increase in the time businesses need to make investment decisions and a shift in the marketplace toward mergers and acquisitions (which often do not include expansion or relocation plans within the one-year window needed to be counted for program measurement purposes).

Number of Successful Business Expansions and Relocations



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Department of Permitting Services, Office of the County Attorney, Maryland-National Capital Park and Planning Commission, Division of Facilities and Services, Department of Finance, Maryland Department of Business and Economic Development.

MAJOR RELATED PLANS AND GUIDELINES: Smart Growth Policy, Subdivision Regulation, Master Plan Development.

ECONOMIC DEVELOPMENT

PROGRAM:

Workforce Services

PROGRAM ELEMENT:
PROGRAM MISSION:

To ensure that Montgomery County provides the full array of Workforce Investment Act programs, services, and resources to our residents to help ensure that the County develops an adaptable, trained, and skilled workforce that meets the needs of business

COMMUNITY OUTCOMES SUPPORTED:

- Community access to a full range of job readiness, job training, and employment resources
- Self-sufficient, gainfully employed residents
- Thriving County businesses able to satisfy their needs for trained workers

PROGRAM MEASURES^a

	FY03 ACTUAL	FY04 ACTUAL	FY05 ACTUAL	FY06 BUDGET	FY07 CE REC
Outcomes/Results:					
Number of jobseekers accessing and using employment and workforce resources ^b	15,000	10,000	8,000	10,000	10,100
Number of customers helped by completing core workshops to enhance career outcomes	NA	NA	1,557	1,600	1,600
Number of adults placed in jobs	798	470	^h 3,900	4,000	4,000
Number of adults completing occupational, pre-vocational, or incumbent worker training	455	551	709	ⁱ 425	ⁱ 425
Number of youths placed in jobs, high school equivalency courses, or post-secondary education	168	170	50	300	^k 25
Service Quality:					
Percentage of jobseekers reporting satisfactory customer service ^c	94	77	95	80	85
Percentage of employers reporting satisfactory customer service ^c	91	91	96	80	85
Percentage of Federally-mandated WIA performance standards achieved ^d	76	89	90	90	90
Average customer satisfaction score for in-house workshops (scale: 0 - 100)	94	94	96	96	97
Efficiency:					
Average cost per customer served - core services ^e (\$)	56	51	60	60	^l 200
Average cost for intensive training per customer served (\$)	867	835	567	665	665
Average cost per job placement (\$)	1,281	1,300	1,400	1,400	^l 500
Workload/Outputs:^g					
Number of persons using One-Stop Centers for core employment/training services	15,000	10,000	8,000	10,000	11,000
Number of customers participating in intensive case management services	2,351	1,734	^h 630	ⁱ 530	ⁱ 550
Inputs:					
Expenditures (\$000) ^f	4,757	4,346	4,476	4,675	^j 3,831
Workyears ^g	4.0	4.0	4.0	4.0	4.0

Notes:

^aThis program measures display has been extensively revised to reflect changes in State and Federal policy and modifications to some of the data collection systems used.

^bThe primary objective of the Federal Workforce Investment Act of 1998 (WIA) is to provide universal access to career resources, labor market information, and employment and training resources for persons seeking jobs. All jobseekers coming to the One-Stop Career Centers are registered with the Maryland Workforce Exchange (a job bank/case management system), given a needs assessment, and provided with career information and counseling.

^cCurrently measured using Federal web-based customer surveys completed by jobseekers and employers. A total of 418 clients were surveyed in FY04, with an 84% response rate. In FY05, 269 clients and 93 employers were surveyed, with a response rate of 86%.

^dSeventeen performance measures have been required by the Workforce Investment Act. In FY07, these will be reduced to eight "common" Federal measures. Local areas must meet 80% of the WIA standards.

^eThe WIA defines designated levels of service and funding for core, intensive, and training services. "Core services" provide access for all customers to basic career resources and services, while "intensive services" are for those who have additional barriers to employment and require multi-phased staff assistance (i.e. assessment, case management, career counseling, and referral to training). "Training services" include occupational skills training provided by public and private community-based training providers.

^fThis includes Federal, State, and County funds. County funds represent about 21% of the total for FY06 and 30% of the total for FY07 (the increase is due in part to Federal funding cuts).

^gThe four Division of Workforce Investment Services staff support the Workforce Investment Board and provide oversight to the One-Stop Career Center contractor. Due to increased workload, one workyear will be internally transferred to this program towards the end of FY06.

^hThe increase reflects the introduction of a new, more comprehensive report on adult job placements by the State of Maryland.

ⁱThe decrease was related to correction of an error in the way that the contractor was computing this measure, plus Federal budget cuts and a change in Federal focus.

^jThese figures reflect projected Federal budget cuts of 27%. The FY07 expenditures include an additional \$62,500 for a Youth Workforce Specialist to work on gang prevention initiatives.

^kThe lower figure reflects the use of a new contractor that will focus only on providing hard-to-place youths with intensive services.

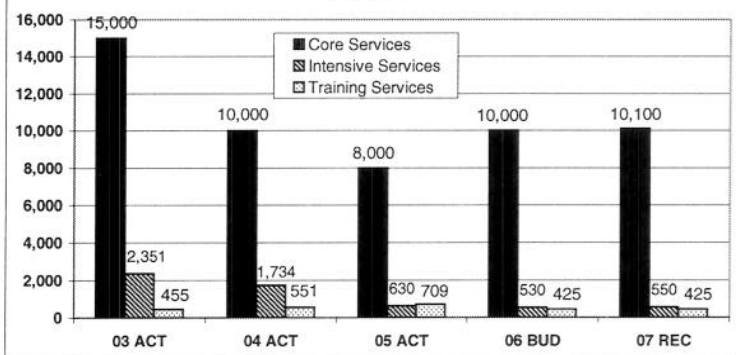
^lComputed using a new methodology with improved accounting for costs.

EXPLANATION:

The Workforce Investment Act of 1998 requires local areas to provide a wide array of workforce investment services to unemployed low-income adults, dislocated workers, and youth. These services consist primarily of core, intensive, job training, and job placement services. Most customers receive the entry-level core services, while others in higher need receive a more intensive level of case management or training services. Core services include career counseling and information, employment search resources, and job training resources. Intensive services involve case management, career counseling, and job placement assistance for dislocated workers, low-income adults, and youth. Training services involve referrals to local training providers that offer "in-demand" occupational skills development for dislocated workers and low-income adults.

The County operates two MontgomeryWorks One-Stop Career Centers. While 8,000 individuals used the core services at the two career centers in FY05, the more intensive job placement and training services are reserved for those who meet certain Federal eligibility requirements, such as dislocated workers, low-income adults, and youth. In FY05, reductions in the Federal funding formula allocations and a corresponding shift in the Federal focus (especially for youth service policy), plus the selection of a new WIA youth services vendor, prompted the County to change its program focus. As a result, several - most notably youth-related - outcomes were affected.

Number of Adults Receiving Core, Intensive, and Training Services



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: U.S. Department of Labor; Maryland Department of Labor, Licensing, and Regulation; Maryland Job Service; Governor's Workforce Investment Board; Maryland Department of Business and Economic Development; Maryland Division of Rehabilitative Services; Montgomery County Department of Finance, Department of Health and Human Services, and Department of Correction and Rehabilitation; Montgomery County Workforce Investment Board; Housing Opportunities Commission; Jewish Vocational Services; One-Stop Career Center partners.

MAJOR RELATED PLANS AND GUIDELINES: Workforce Investment Act of 1998, Maryland Unified Plan for Workforce Development, Montgomery County Unified Plan for Workforce Development.